

MISSION

With a strong commitment to great service, we advance public safety and consumer protection through licensing, regulation and education, and we collect revenue that supports our state's transportation system.

VISION

Proudly earning Washington's confidence every day through the highest level of service and commitment to public safety.

VALUES

Integrity
Inclusion
Respect
Results
Service Excellence

Goals	Strategic Initiatives	Strategic Measures
High level long term results we must achieve	What we will do to cause measurable progress this biennium	What we will measure to determine progress this biennium
<i>When engaged employees...</i>		
Engaged Employees	1. Help every employee connect to DOL's Mission, Fundamentals Map, measures and results. 2. Train 120 employees as Lean Green Belts for process improvement. 3. Involve hundreds of employees in Lean process improvement efforts. 4. Use employee input from forums and surveys to identify and act on opportunities to improve employee engagement.	a. % of employees who understand their connection to the mission, map and measures b. % of employees participating in Lean Projects c. % of positive responses to employee engagement polls
<i>... create a customer focused organization...</i>		
A Customer Focused Organization	5. Coach all employees on delivering the customer service promise , helping each to understand how the promise fits with their position, and include this in annual employee plans and evaluations. 6. Establish core process targets that reflect the customers' needs based on regularly refreshed customer feedback and process data.	d. % of customers stating we were friendly and helpful (in-person, by phone), by line of business (drivers, vehicles, professions) e. % of customers reporting DOL service met or exceeded their ideal standards (in-person, by phone, online transactions, website information) f. % of driver license office customers with lobby wait times within 30 minutes g. % of call center customers with call wait times within 4 minutes
<i>... providing the most efficient and effective services...</i>		
Efficient, Effective Services	7. Implement " Results DOL " to improve agency performance and results for each strategic goal and core process, with divisions participating in monthly analysis and quarterly reviews. 8. Conduct Lean Projects with Green Belt Facilitators from all divisions to improve core processes throughout the agency. 9. Continue implementing Business and Technology Modernization through project governance, business process mapping, and data cleanup, so we can seek the right technology to support the right business.	h. % of agency-level performance measures on target i. % of core processes that were completed within target turnaround time j. # of process hours and steps saved after Lean Projects for reinvestment to higher value-added work k. % on time and on budget implementing Business and Technology Modernization milestones l. % of transactions completed online, by type
<i>... we become the trusted and credible partner of all Washingtonians...</i>		
A Trusted, Credible Partner	10. Conduct regulatory reform through review and revision of statutes, rules and policies to eliminate regulatory barriers to efficient government. 11. Increase participation in the Target Zero partnership.	m. # of statutes, rules and policies reviewed for inefficiency, and # revised for efficiency
<i>... so together we can measurably improve public safety.</i>		
Improved Public Safety	12. Improve the drive training program : Update the driver training curriculum, guides and tests to reflect research and strategies developed with Target Zero partners; and analyze drive test results to identify and solve any risks. 13. Develop and implement DOL's Target Zero Action Plan based on specific areas of risk and deficits for young drivers, as identified with our Target Zero partners to reduce traffic fatalities and serious injuries involving 16 to 25 year old drivers.	n. # and rate of traffic fatalities and serious injuries involving 16-25 year old drivers o. % change in traffic violations for recipients of early warning letters